Company Presentation for the Fiscal Year ended March 31, 2016

May 10, 2016
NTT DATA Corporation

This English text is a translation of the Japanese original. The Japanese Original is authoritative.

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I N D E X

Cautionary Statement
Regarding Forward-looking Statements

※ Forecast figures in this document are based on current economic and market conditions. As changes in the global economy and information services market are possible, NTT DATA Group cannot guarantee their accuracy.

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I am Iwamoto, President and CEO.
I would like to start my explanation on financial results.

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Results for Fiscal Year Ended March 31,2016

Results for Fiscal Year Ended March 31, 2016 and Overview of year-on-year changes in earnings

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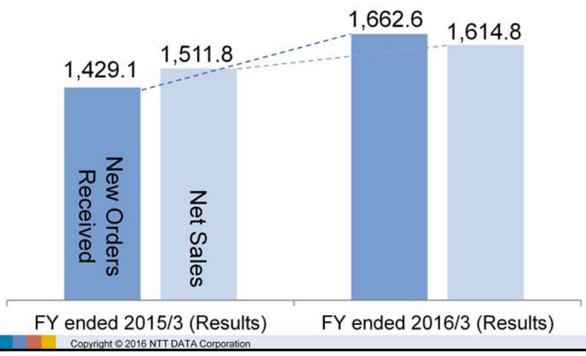
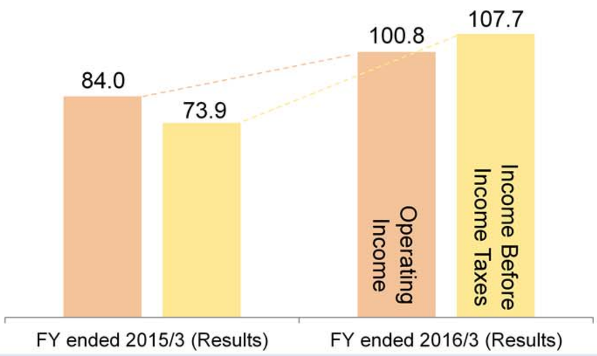
(Billions of Yen,%)

	FY ended 2015/3 Results	FY ended 2016/3 Results	YoY (Amount)	YoY (Rate)
New Orders Received	1,429.1	1,662.6	+233.5	+16.3%
Net Sales	1,511.8	**1,614.8**	+103.0	+6.8%
Operating Income	84.0	100.8	+16.8	+20.1%
Income Before Income Taxes	73.9	107.7	+33.7	+45.7%
Net income attributable to owners of parent	32.1	63.3	+31.2	+97.1%
EPS (yen) (*)	115 yen	**226yen**	+111	+97.1%

(*) EPS was calculated by rounding to the first decimal place.





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Please see the presentation material.
Slide 4 shows the results of the fiscal year ended March 31, 2016, and the comparison with the fiscal year ended March 31, 2015.

In the fiscal year ended March 31, 2016, new orders, sales and income at all levels grew increased against the previous year. The fiscal year ended March 31, 2016 is the final year of the previous Midterm Management Plan which was released four years ago. As indicated in emphasized characters, net sales and EPS, both achieved goals under the previous mid-term plan.

The amount of received new orders increased by more than 230 billion yen or 16.3% over the previous fiscal year, indicating that the environment for receiving orders is favorable.

Net sales exceeded 1,600 billion yen for the first time since the spin-off from NTT 28 years ago, substantially above the goal under the previous mid-term plan of 1,500 billion yen.

The operating income amounted 100.8 billion yen, in line with the forecast of 100 billion yen. I will explain contributing factors in detail later.

Additionally, net income attributable to owners of parent increased largely by 97% over the previous year, due to the extraordinary income from the sale of securities, which was mentioned in the third-quarter presentation meeting.

EPS also achieved the goal under the previous mid-term plan of 200 yen.

New Orders Received: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

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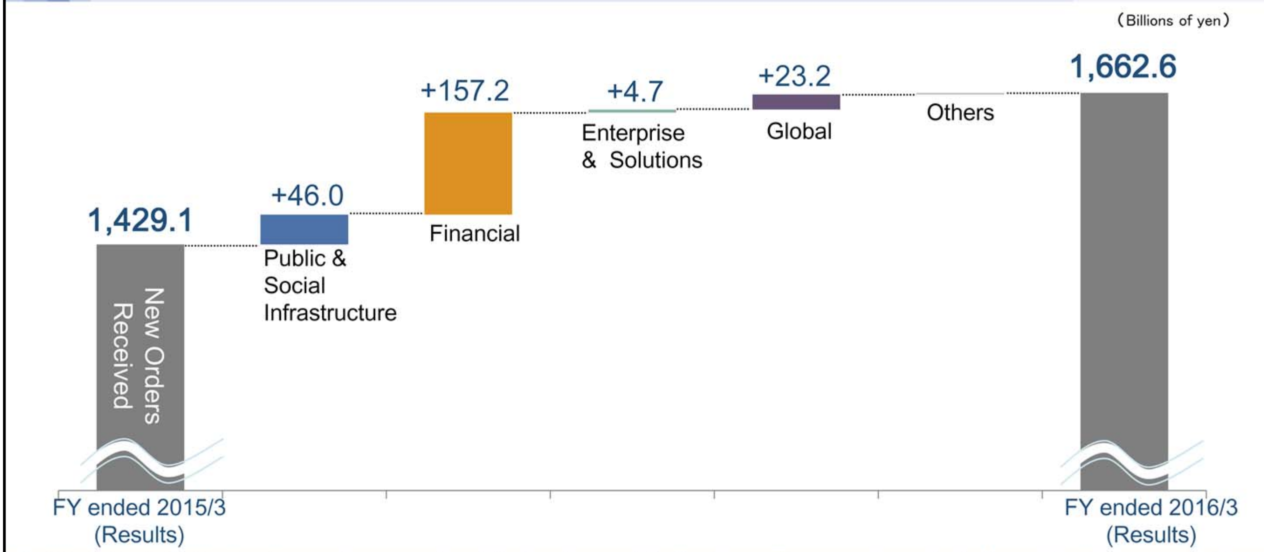

Public & Social Infrastructure	Increased mainly due to receipt of orders of large-scale projects for national government as well as growth of business scale for the utility industry, etc.
Financial	Increased mainly due to receipt of orders of large-scale projects for banks and cooperative financial institutions.
Enterprise & Solutions	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Global	Increased mainly due to receipt of new orders of projects in Europe as well as the consolidation of a new subsidiary in North America, despite a decrease in existing businesses in North America.

I would like to talk about new orders received in the fiscal year ended March 31, 2016.

The amount of new orders exceeded 1,600 billion yen, and all of our business segment saw an increase against the previous year. Particularly, both Finance and Public & Social Infrastructure segments saw a large increase, as a result of our successful business expansion, as well as ensuring that we obtain orders for system renewal of existing large-scale projects.

The amount of orders received by the Enterprise & Solutions segment increased by 4.7 billion over the previous year. The increase mainly came from the expansion of business targeted logistics and manufacturing industries.

Further, the Global segment saw a decline in order receipts in existing businesses in North America. However, overall, the amount of orders increased, reflecting the successful receipt of orders in Europe including new projects, as well as the newly consolidated Carlisle & Gallagher Consulting Group, Inc. in North America, which was acquired through M&A.

I note that the year-on-year change in the amount of new orders include the effect of foreign exchange movement. During the year, the U.S. dollar appreciated against Japanese yen, inflating the Japanese yen denominated amount of new orders. In turn, Euro depreciated against Japanese yen, pushing the Japanese yen denominated amount downward. The net positive effect, after offsetting the two factors, amounted to a little less than 4 billion yen.

Net Sales: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

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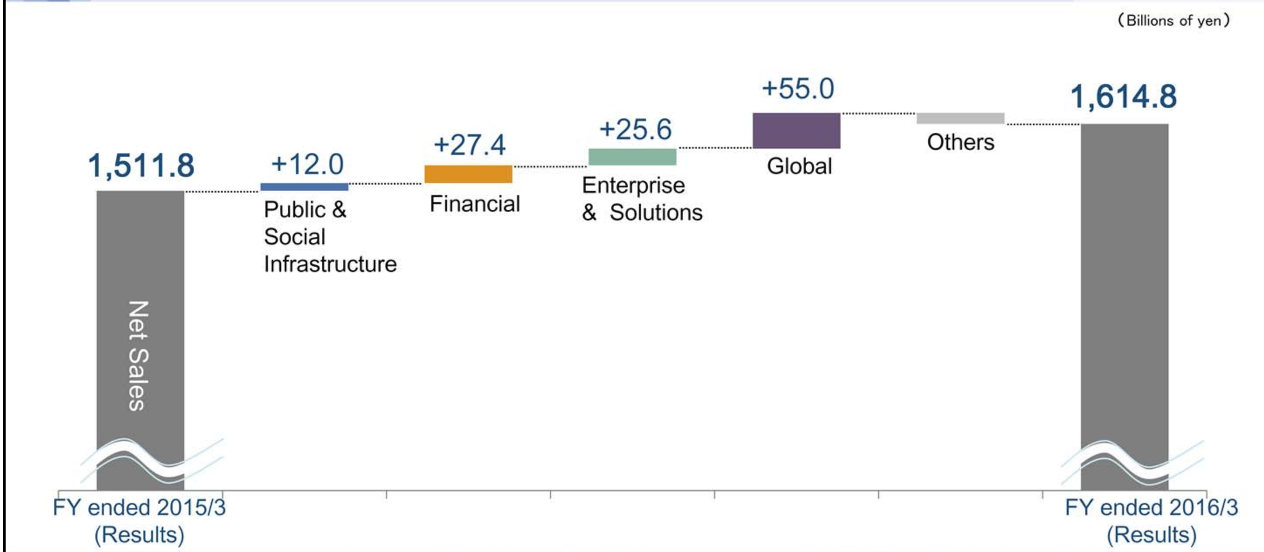

Public & Social Infrastructure	Increased due to growth of business scale mainly for the utility industry despite a reduction in the existing business for national government and the telecom industry.
Financial	Increased reflecting the expansion of new and existing businesses for banks.
Enterprise & Solutions	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Global	Increased mainly reflecting the expanded sales in Europe and the consolidation of a new subsidiary in North America.

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Next, I will talk about net sales for fiscal year ended March 31, 2016.

All of our business segments achieved a year-on-year increase in net sales, primarily backed by solid new orders from national government ministries and agencies or financial institutions, as well as the expansion of new businesses.

The trend for the Public & Social Infrastructure segment remained unchanged and the segment is exposed to the so-called downsizing nature of business with national government ministries and agencies, where sales and profits are reduced on every system renewal. However, the segment managed to generate a positive growth, by expanding business targeting the electric power industry, based on our entry to the utility industry prompted by organizational changes in July 2015.

The Enterprise & Solutions segment also secured a growth through the expansion of new businesses, such as the omni-channel related business or businesses targeting new customers.

Backed by the growth in Europe, given the solid market environment in Spain and Italy, the Global segment’s net sales showed an increase over the previous year. The increase in net sales from the segment included the effect of foreign exchange movement of a little more than 7 billion yen.

In total, NTT data achieved net sales exceeding 1,600 billion yen for the first time since the spin off.

Operating Income: YoY Changes by Business Segment (from FYE3/2015 to FYE3/2016)

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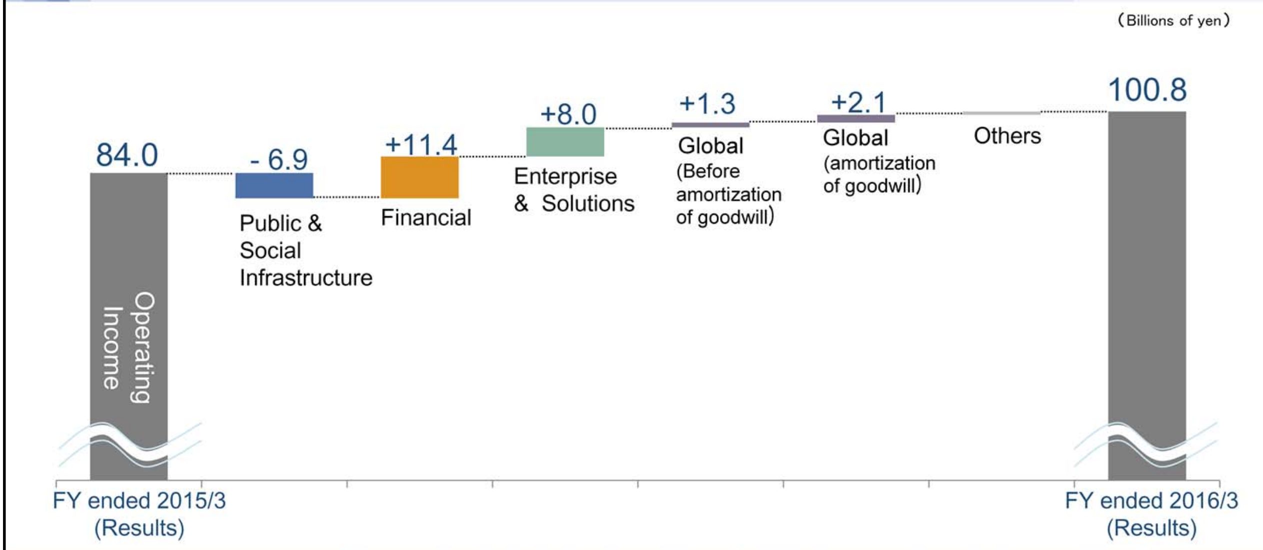

Public & Social Infrastructure	Decreased mainly due to downsizing of existing large-scale projects as well as the occurrence of unprofitable projects, etc. despite the impact of sales increase.
Financial	Increased reflecting the impact of increased sales and a reduction of unprofitable projects, etc.
Enterprise & Solutions	Increased reflecting the growth of sales, etc.
Global	Increased reflecting the growth of sales, etc.

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Next, I will talk about the operating income for the fiscal year ended March 31, 2016.

As I mentioned in the overview, the operating income increased from the previous year by 16.8 billion to 100.8 billion yen, and exceeded the last year’s forecast of 100 billion yen. Contributing factors differ among segments, and I will explain details on each segment.

The Financial segment saw the largest year-on-year growth. The growth was largely due to a reduction of unprofitable projects, in addition to increased sales.

On the other hand, operating income form the Public & Social Infrastructure segment declined by 6.9 billion yen, due to more than expected number of unprofitable projects, as well as the downsizing effect arising from renewal orders of existing large-scale projects, noted earlier.

The Enterprise & Solutions segment saw an increase in operating income, based on the strong growth in sales.

The Global segment achieved the goal and returned to profitability. However, this needs some explanation. I will discuss this later using the slide for the Global segment.

Public & Social Infrastructure (from FYE3/2015 to FYE3/2016)

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(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)
New Orders Received	355.0	401.1	+46.0	+13.0%
Net Sales	408.7	420.8	+12.0	+2.9%
Operating Income	40.4	33.4	- 6.9	- 17.3%
Segment Profit(*)	39.5	32.2	- 7.2	- 18.4%

(*)Segment Profit is income before income taxes

New orders received	Increased mainly due to receipt of orders of large-scale projects for national government as well as growth of business scale for the utility industry, etc.
Net sales	Increased due to growth of business scale mainly for the utility industry despite a reduction in the existing business for national government and the telecom industry.
Operating income	Decreased mainly due to downsizing of existing large-scale projects as well as the occurrence of unprofitable projects, etc. despite the impact of sales increase.

Financial (from FYE3/2015 to FYE3/2016)

NTT DATA

(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)
New Orders Received	363.7	520.9	+157.2	+43.2%
Net Sales	496.2	523.6	+27.4	+5.5%
Operating Income	20.5	31.9	+11.4	+55.7%
Segment Profit(*)	20.6	34.0	+13.3	+64.7%

(*)Segment Profit is income before income taxes

New orders received	Increased mainly due to receipt of orders of large-scale projects for banks and cooperative financial institutions.
Net sales	Increased reflecting the expansion of new and existing businesses for banks.
Operating income	Increased reflecting the impact of increased sales and a reduction of unprofitable projects, etc.

Enterprise & Solutions (from FYE3/2015 to FYE3/2016)

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(Billions of Yen,%)

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)
New Orders Received	216.2	220.9	+4.7	+2.2%
Net Sales	366.1	391.8	+25.6	+7.0%
Operating Income	24.6	32.6	+8.0	+32.7%
Segment Profit(*)	24.0	48.0	+23.9	+99.5%

(*)Segment Profit is income before income taxes

New orders received	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Net sales	Increased mainly due to the expansion of business for retail, logistics, and manufacturing industries.
Operating income	Increased reflecting the growth of sales, etc.
Segment Profit	Increased based on the growth of operating income and other factors such as extraordinary income.

Global (from FYE3/2015 to FYE3/2016)

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（Billions of Yen,%）

	FY ended 2015/3 (Results)	FY ended 2016/3 (Results)	YoY (Amount)	YoY (Rate)
New Orders Received	479.4	502.7	+23.2	+4.9%
Net Sales	464.5	519.6	+55.0	+11.9%
Operating income (before amortization of goodwill)	11.3	12.7	+1.3	+12.3%
Operating Income	- 2.7	0.8	+3.5	-
Segment Profit(*)	- 7.7	- 4.8	+2.8	+37.1%

(*)Segment Profit is income before income taxes

New orders received	Increased mainly due to receipt of new orders of projects in Europe as well as the consolidation of a new subsidiary in North America, despite a decrease in existing businesses in North America.
Net sales	Increased mainly reflecting the expanded sales in Europe and the consolidation of a new subsidiary in North America.
Operating income (Before amortization of goodwill)	Increased reflecting the growth of sales, etc., but the improvement of profitability still has a long way to go.

I will extend explanation on the Global segment, particularly the segment’s operating income. The Global segment’s goal for operating income was to return to profitability. For the fiscal year ended March 31, 2016, operating income for the segment amounted to 800 million yen, up 3.5 billion yen against the previous year. Factors that led the growth included certain unexpected events.

Firstly, we have already released the information on the signing of a definitive agreement with Dell regarding the large-scale acquisition in North America (in the news release dated March 28, 2016 titled “Acquisition of Dell Systems Corporation, etc. as subsidiaries and take-over of the IT services related business by transfer”). To this connection, we posted advisory expenses, which decreased the segment’s operating income.

As an increasing factor, I will talk about the depletion of goodwill in EMEA. We are working to reorganize the Brazil office to become part of EMEA. In this regard, EMEA’s overall future plan was reviewed, and as a result, we took a loss from goodwill depletion. Along with this, the amount of goodwill amortization, which would have been taken as part of the operating expense, was taken as goodwill depletion as part of the extraordinary loss. Consequently, the operating income increased by the amount of goodwill depletion.

Excluding these factors, the segment would have posted operating loss of 1 billion yen. As such, we recognize that earnings improvement continues to be the major issue for the Global segment for the fiscal year ending March 31, 2017 and thereafter.

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Earnings Forecasts for Fiscal Year Ending March 31, 2017

Earnings Forecasts for Fiscal Year Ending March 31, 2017

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(Billions of Yen,%)

	FY ended 2016/3 Results	FY ending 2017 / 3 Forecasts	YoY (Amount)	YoY (Rate)	
New Orders Received	1,662.6	1,510.0	- 152.6	- 9.2%	↘
Net Sales	1,614.8	1,650.0	+35.1	+2.2%	↗
Operating Income	100.8	105.0	+4.1	+4.1%	↗
Income Before Income Taxes	107.7	99.0	- 8.7	- 8.2%	↘
Net income attributable to owners of parent	63.3	58.0	- 5.3	- 8.5%	↘
Cash Dividends per share (yen)	70 yen	70 yen	–	–	→

Impact of foreign exchange	- Both new orders received and net sales decreased due to stronger yen.
Impact of system reforms	- Profits decreased as a result of a change in discount rate for retirement benefit liabilities. - Impact of changes in depreciation method, etc. on profits is immaterial.
Impact of overseas large-scale business acquisition	- Not reflected yet.

Next, I will talk about earnings forecasts for fiscal year ending March 31, 2017.

Firstly, please understand that potential effects of the offshore large-scale M&A transaction announced on March 28, 2016 are not incorporated in our forecasts here. Currently, we are making various efforts towards closing of the transaction. Upon closing, we will promptly disclose numbers reflecting the acquisition.

New orders are forecast to decline to approximately 1,500 billion yen by about 150 billion yen over the previous year, due to the strong increase of more than 200 billion yen in the previous year.

Next, net sales. Reflecting the favorable market environment for new orders, backlog orders carried over from the previous year amount to approximately 1,500 billion, and we expect to maintain backlog orders of over 1,500 billion yen in the fiscal year ending March 31, 2017. Backed by such favorable market environment, sales are forecast to increase to 1,650 billion yen. The operating income is forecast to increase along with sales growth. I would like to add two points regarding our assumption.

Firstly, it is a change in discount rate applied to pension benefit obligations from 1.5% to 0.5%. The reduction pushed the operating income downward by approximately 5 billion yen. Secondly, starting the fiscal year ending March 31, 2017, we will change depreciation method for tangible fixed assets from the declining-balance to the straight-line method. The impact from this change is considered negligible. Thus, we expect the operating income to increase despite the impact form changing the said discount rate. Obviously, however, in order to improve operating income, we must make every effort to eliminate unprofitable projects further.

On appearance, the net income attributable to owners of parent declined substantially. However, in view of the gain on sale of securities of 15.2 billion yen, posted as part of the extraordinary income in the previous year, the forecast 58.0 billion yen is considered acceptable.

New Orders Received: YoY Changes by Business Segment (from FYE3/2016 to FYE3/2017)

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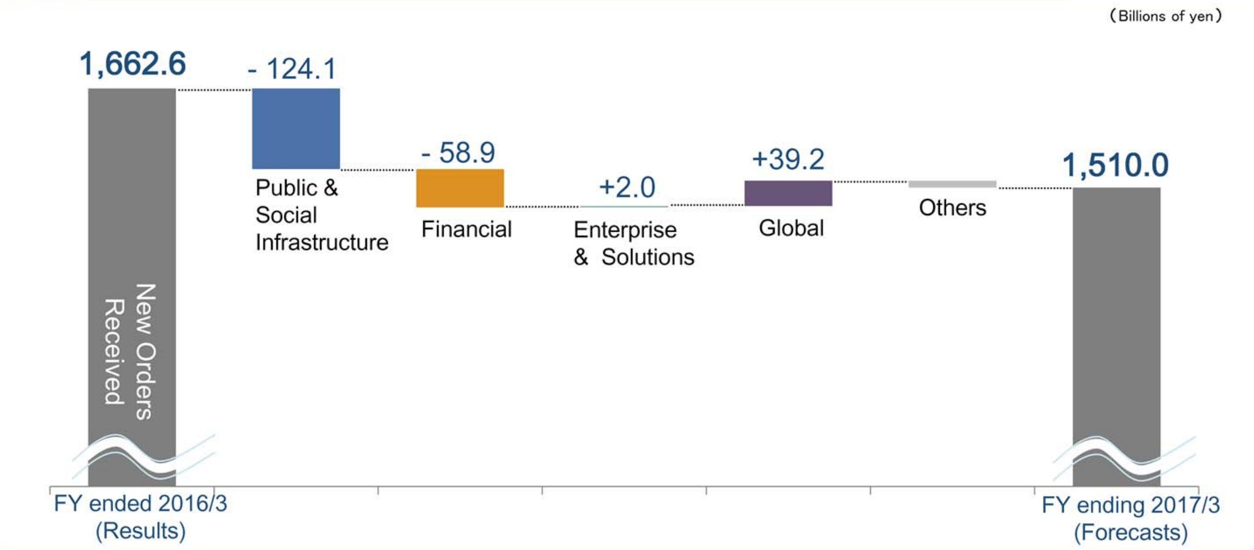

Public & Social Infrastructure	Expected to decrease due to a reactionary decline in the large-scale projects for national government and the utility industry, etc. in the previous fiscal year.
Financial	Expected to decrease due to a reactionary decline in large-scale projects for banks and cooperative financial institutions in the previous fiscal year despite the expansion of joint use-type business for financial institutions.
Enterprise & Solutions	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of businesses for the manufacturing industry despite a decrease in business for the retail and logistics industry.
Global	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.

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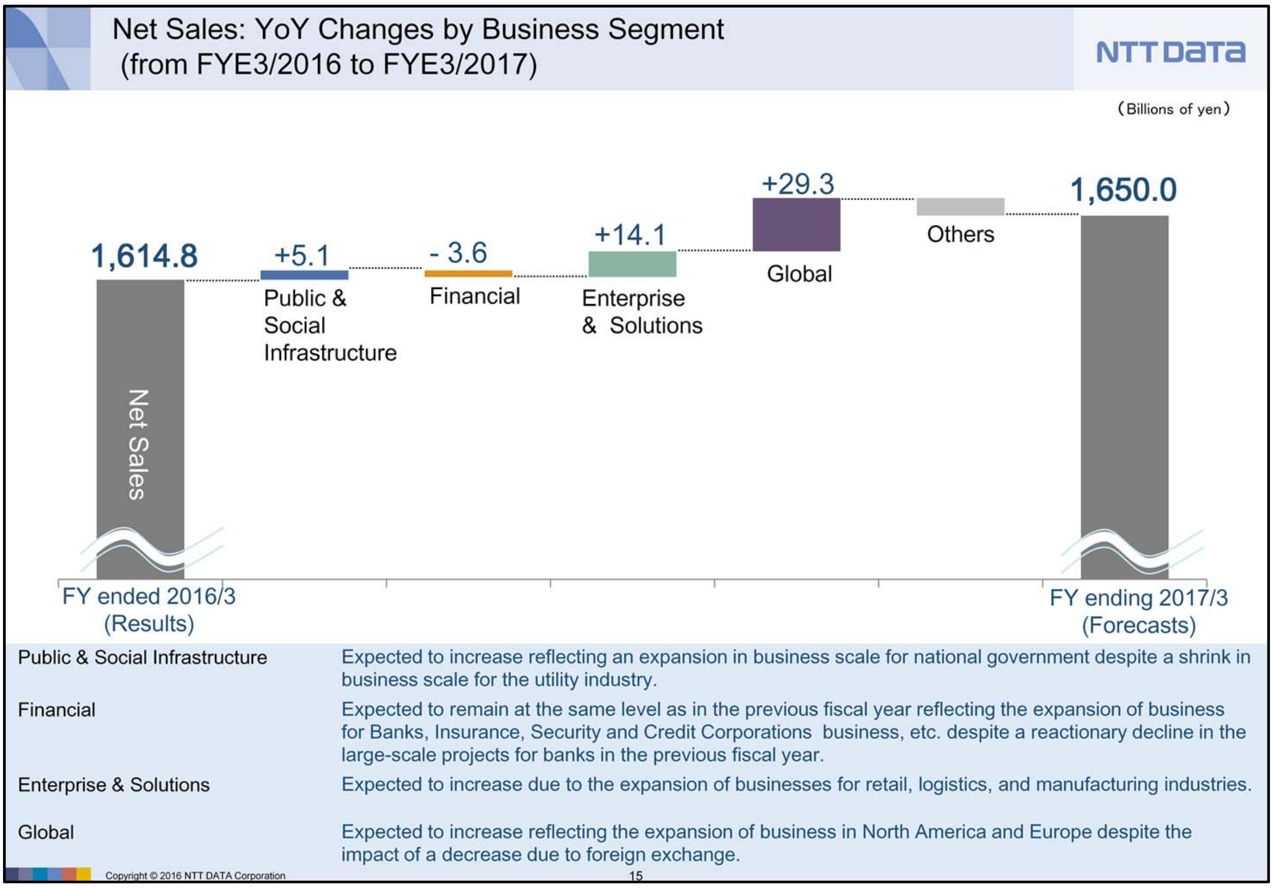
Next, I will talk about the forecast for new orders for the fiscal year ending March 31, 2017.

New orders for Public & Social Infrastructure and Financial segments are projected to decrease, given the previous year’s solid receipt of orders for the renewal of large-scale systems. On the other hand, despite the negative impact of the forex movement, the Global segment expects new orders to increase, through the business expansion in North America and Europe. In total, we forecast 1,510 billion yen for the next fiscal year.

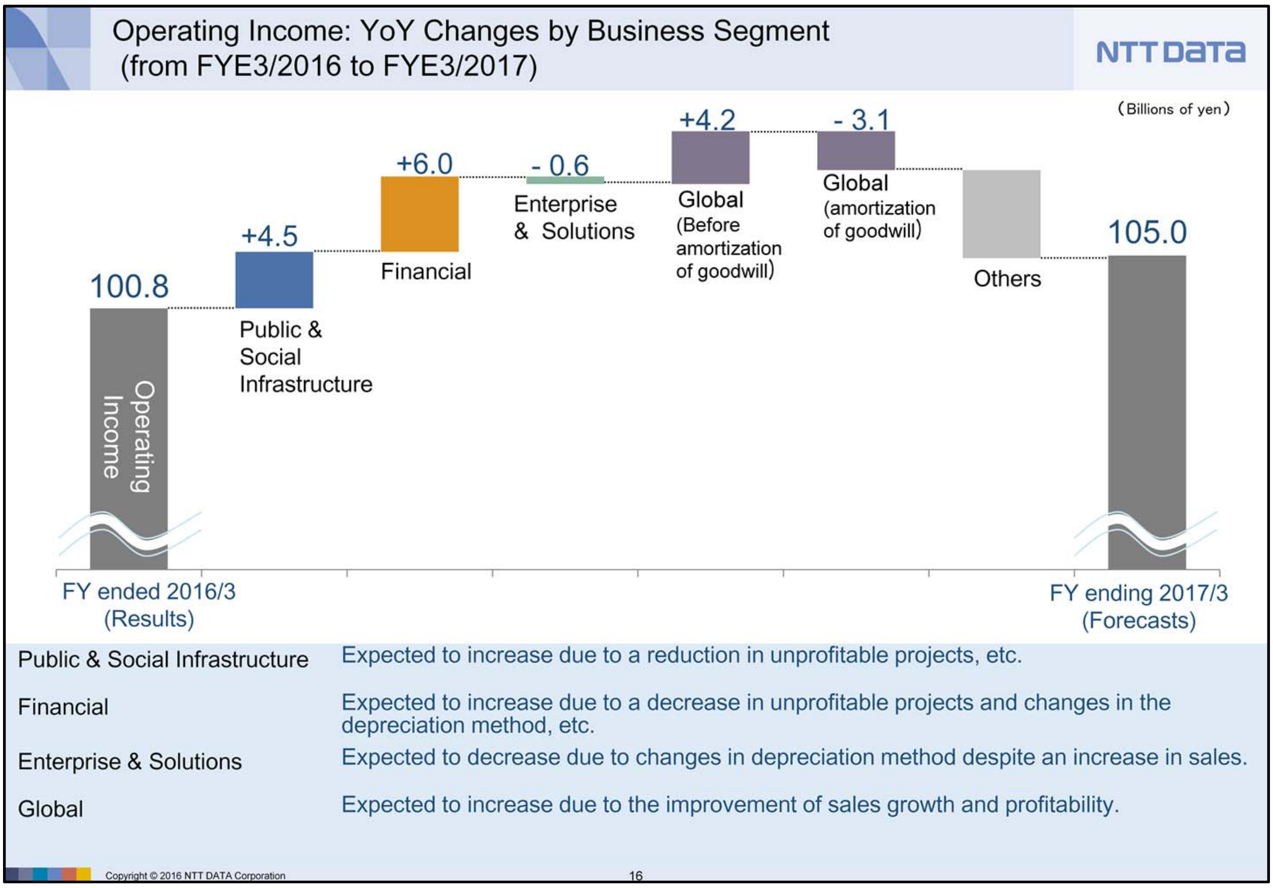


Next, I will talk about the forecast of net sales for the fiscal year ending March 31, 2017.

Net sales for the Financial segment are forecast to decline by 3.6 billion yen. This reflects the large-scale projects booked in the previous year. In view of solid receipt of order and resulting backlog orders, and steady business expansion targeting banking, insurance, securities and credit industries, insurance companies, securities companies, we consider net sales will remain the same level with the previous year.

The Enterprise & Solutions segment expects a growth in sales from the expansion of business targeting logistics and manufacturing industries, as well as new customers and new businesses.

In total, we expect that net sales will increase from the previous year to 1,650 billion yen, continuing to achieve growth in net sales since the company foundation.



Next, I will talk about the forecast for the operating income for the fiscal year ending March 31, 2017.

We expect a reduction in unprofitable projects in Public & Social Infrastructure and Financial segments. Forecasts for the two segments include a year-on-year increase of more than 10 billion yen out of the reduction of unprofitable business.

Additionally, the Global segment achieved the operating income of 800 million yen, but this does not mean a real-term return to profitability. We will endeavor to increase the operating income further for the fiscal year ending March 31, 2017.

Public & Social Infrastructure (from FYE3/2016 to FYE3/2017)

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(Billions of Yen,%)

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)
New Orders Received	401.1	277.0	- 124.1	- 30.9%
Net Sales	420.8	426.0	+5.1	+1.2%
Operating Income	33.4	38.0	+4.5	+13.6%
Segment Profit(*)	32.2	38.0	+5.7	+17.8%

(*)Segment Profit is income before income taxes

New orders received	Expected to decrease due to a reactionary decline in the large-scale projects for national government and the utility industry, etc. in the previous fiscal year.
Net sales	Expected to increase reflecting an expansion in business scale for national government despite a shrink in business scale for the utility industry.
Operating income	Expected to increase due to a reduction in unprofitable projects, etc.

Financial
(from FYE3/2016 to FYE3/2017)

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（Billions of Yen,%）

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	520.9	462.0	- 58.9	- 11.3%	↘
Net Sales	523.6	520.0	- 3.6	- 0.7%	→
Operating Income	31.9	38.0	+6.0	+18.8%	↗
Segment Profit(*)	34.0	38.0	+3.9	+11.6%	↗

(*)Segment Profit is income before income taxes

New orders received	Expected to decrease due to a reactionary decline in large-scale projects for banks and cooperative financial institutions in the previous fiscal year despite the expansion of joint use-type business for financial institutions.
Net sales	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of business for Banks, Insurance, Security and Credit Corporations business, etc. despite a reactionary decline in the large-scale projects for banks in the previous fiscal year.
Operating income	Expected to increase due to a decrease in unprofitable projects and changes in the depreciation method, etc.

Enterprise & Solutions (from FYE3/2016 to FYE3/2017)

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（Billions of Yen,%）

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)
New Orders Received	220.9	223.0	+2.0	+0.9%
Net Sales	391.8	406.0	+14.1	+3.6%
Operating Income	32.6	32.0	- 0.6	- 2.0%
Segment Profit(*)	48.0	33.0	- 15.0	- 31.4%

(*)Segment Profit is income before income taxes

New orders received	Expected to remain at the same level as in the previous fiscal year reflecting the expansion of businesses for the manufacturing industry despite a decrease in business for the retail and logistics industry.
Net sales	Expected to increase due to the expansion of businesses for retail, logistics, and manufacturing industries.
Operating income	Expected to decrease due to changes in depreciation method despite an increase in sales.
Segment Profit	Expected to decrease due to the impact of extraordinary income recorded in the previous fiscal year, etc.

Global
(from FYE3/2016 to FYE3/2017)

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(Billions of Yen,%)

	FY ended 2016/3 (Results)	FY ending 2017/3 (Forecasts)	YoY (Amount)	YoY (Rate)	
New Orders Received	502.7	542.0	+39.2	+7.8%	↗
Net Sales	519.6	549.0	+29.3	+5.7%	↗
Operating income (before amortization of goodwill)	12.7	17.0	+4.2	+33.7%	↗
Operating Income	0.8	2.0	+1.1	+145.6%	↗
Segment Profit(*)	- 4.8	- 1.0	+3.8	+79.4%	↗

(*)Segment Profit is income before income taxes

New orders received	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.
Net sales	Expected to increase reflecting the expansion of business in North America and Europe despite the impact of a decrease due to foreign exchange.
Operating income (Before amortization of goodwill)	Expected to increase due to the improvement of sales growth and profitability.

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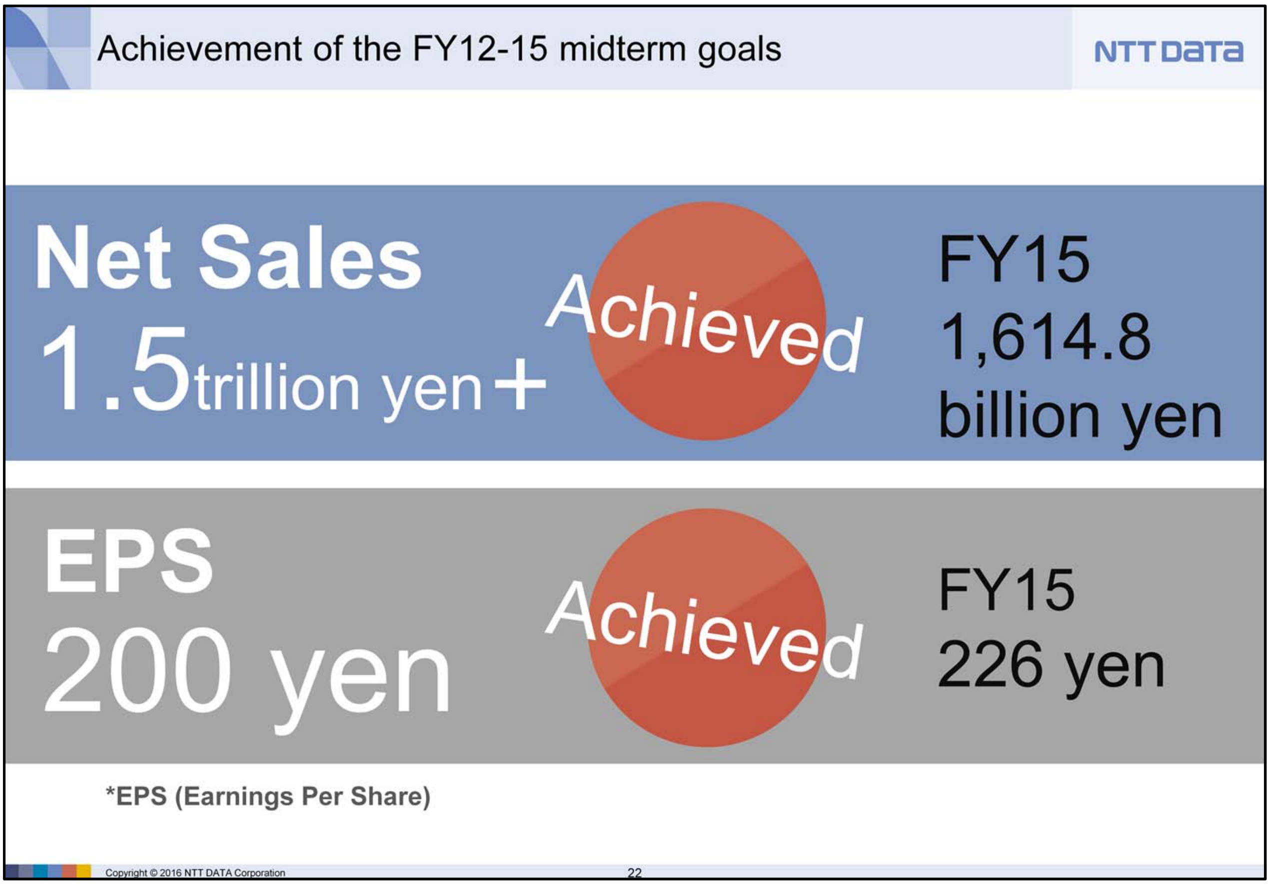
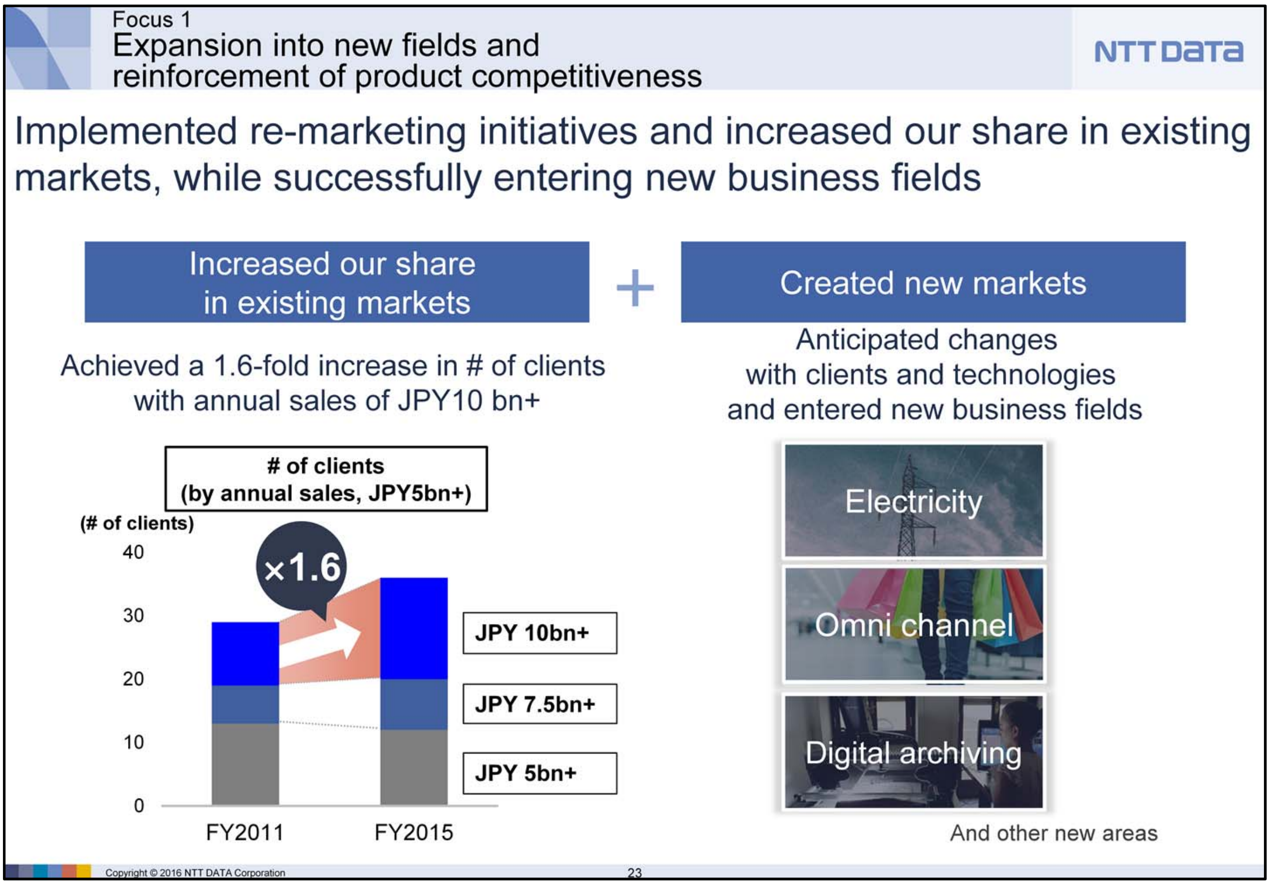
Looking back on FY2012-2015 Midterm Management Plan



The fiscal year ended March 31, 2016 was the final year for the previous Mid-term Management Plan. Our previous mid-term plan had set goals for net sales and EPS, both of which were achieved, with over 1.5 trillion yen and 200 yen respectively.

The achievement resulted from measures taken as to net sales and profit. I would like to take a look at actions taken to achieve the previous mid-term plan.



Firstly, “re-marketing” initiatives. Under re-marketing, we endeavored to expand our share in existing markets, starting with the domestic market. As you can see on the presentation material, the number of clients from who we generate more than 10 billion yen in annual sales grew to 1.6 times over the fiscal year 2011. Although the customer base is not identical between fiscal years 2011 and 2015, at least the number of such customers is increasing. The number of customers from which we generate less than 5 billion yen in annual sales has also increased, reflecting our efforts during the four years of the previous mid-term plan. We believe that the basis of our business has become very solid.

Another re-marketing initiative was the creation of new markets. This means the entry to new business domains by capturing opportunities, such as deregulation and technological advancement. This would include electric power, omni-channel, and digital archiving. The so-called “My Number” system can be included in this category. We have successfully entered new markets through this initiative.

Focus 1
Expansion into new fields and reinforcement of product competitiveness

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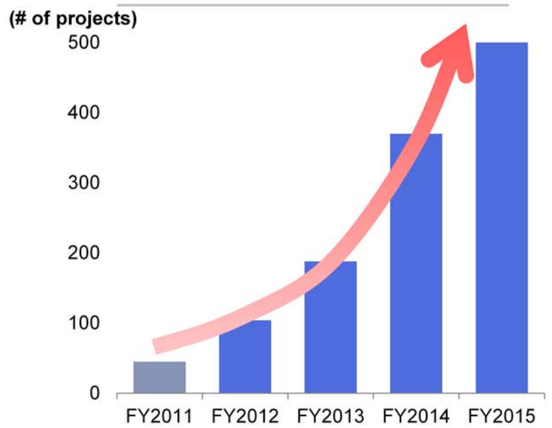
As part of R&D strategy, significantly improved productivity by automating software development

# of projects using major automation tools
(within NTT DATA Corporation)



Objectives of automating software development

- Reduce delivery time, while assuring quality
- Shift away from a labor-intensive model

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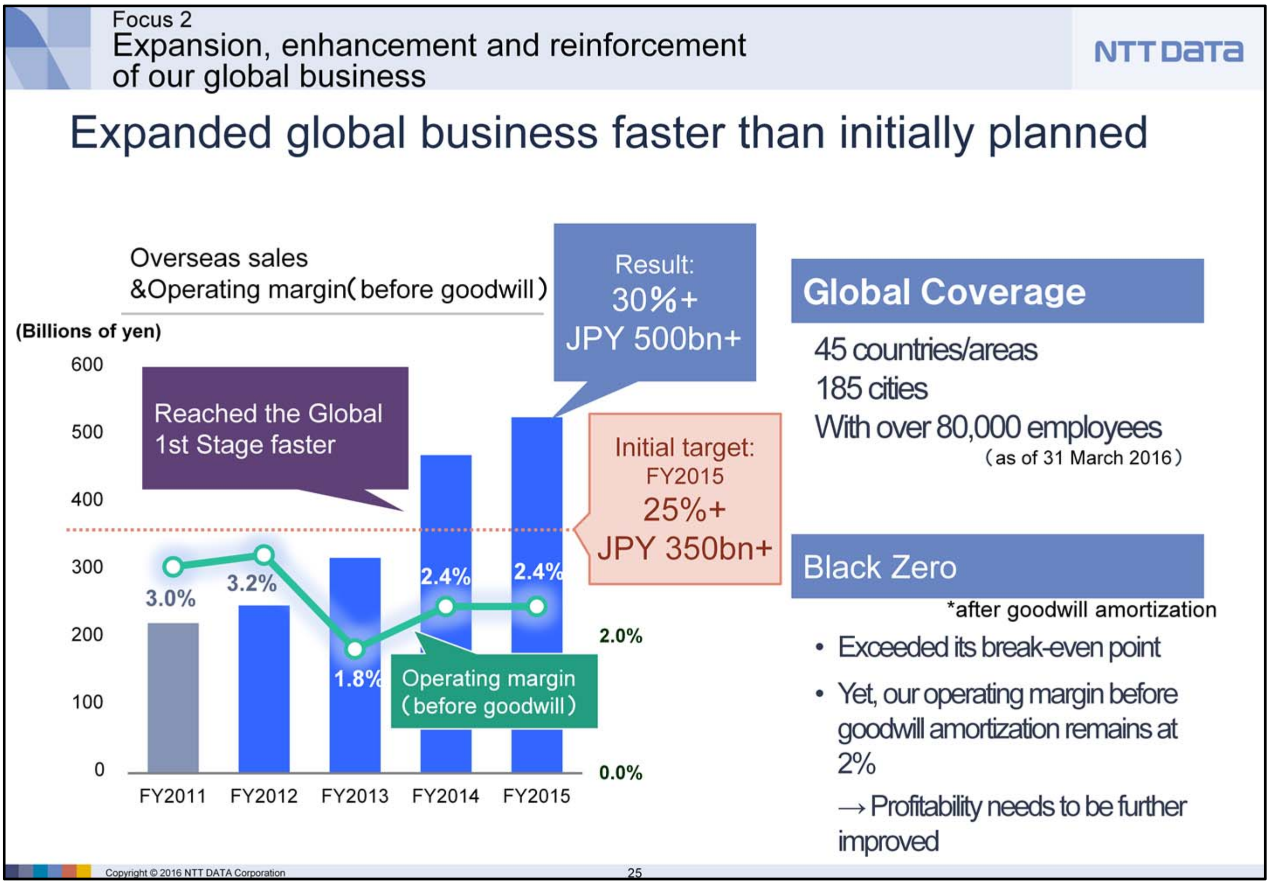
Next, a full automation of software development as part of our R&D strategy. By launching the “TERASOLUNA Suite” that links a series of software tools and allows seamless automation of software development, from pre-definition, design, coding, through testing. Based on the mandatory requirement started in the previous year, more than 500 projects have been utilizing this automation tool, and we have begun to see positive results. We will continue our efforts to generate positive results continuously.



For our global business, the previous mid-term plan had set goals to achieve the overseas sales ratio of more than 25%, with 350 billion yen in sales from the overseas business by the end of the fiscal year 2015, at which point we achieved 30% in overseas sales ratio and overseas sales of 500 billion yen. Our geographical coverage has expended to 45 countries and areas and 185 cities, with over 80,000 employees, and we have achieved an important milestone.

At the same time, we are facing various challenges for the global business, such as returning to profitability. As I mentioned earlier, based on the previous year's operating income from the Global segment, we seem to have achieved this goal. However, operating margin before goodwill amortization remains low, at 2.4%. We recognize the improvement in operating margin as a key issue under the new mid-term plan which will start in the fiscal year 2016.

Please note, however, the operating margin before goodwill/PPA amortization varies among regions and business models taken. For example, North America has achieved close to 10%, and Everis and Business Solutions in Europe nearly 5 %. Going forward, we will endeavor to improve the overall operating margin for the global business close to 5%.

Focus 3

Pursuit of overall optimization

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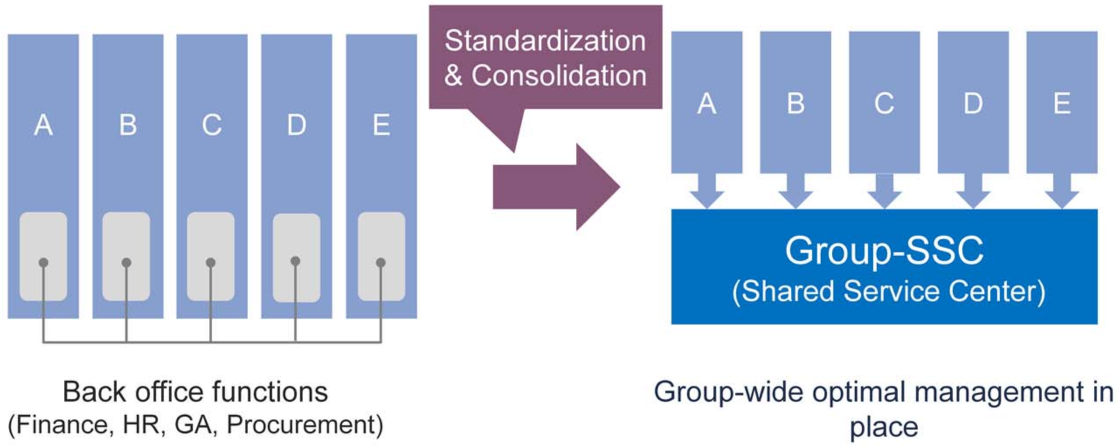
Achieved the initial target reduction of admin costs: JPN 10 billion+ (vs. FY11)

Optimized back office functions by introducing Group-SSC and other programs



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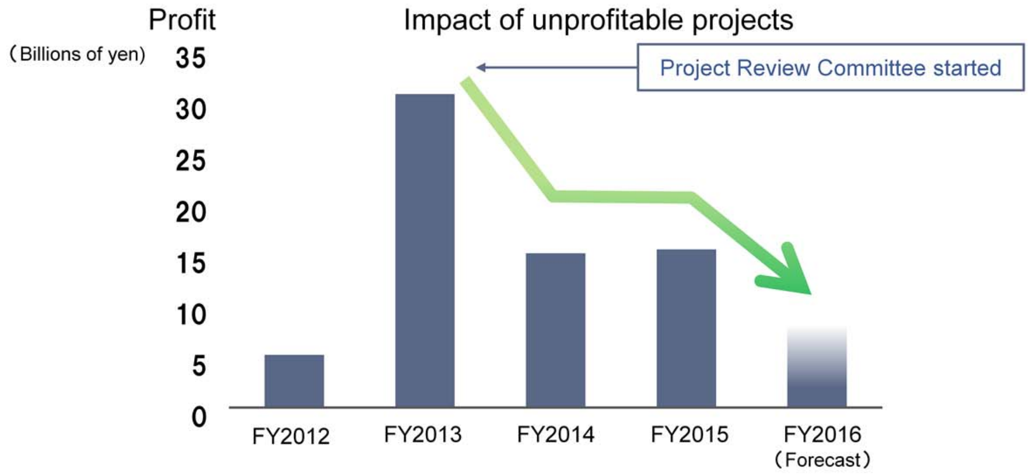
We had planned to reduce admin costs by 10 billion yen over the fiscal year 2011, which was achieved through the introduction of the Group Shared Service Center. We remain committed to the strict admin cost reduction.

Preventing unprofitable projects

NTT DATA

Preventive measures working, however further improvement is still required.

Increase the level of screening and implement mechanisms across the company to reinforce enterprise-wide control



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Our key issue carried over from the previous mid-term plan is unprofitable business management. Given unprofitable projects over 30 billion yen in the fiscal 2013, we launched the “Project Review Committee”, and have endeavored to control unprofitable projects. For the fiscal year 2015, the final year of the previous mid-term plan, we intended to reduce unprofitable projects to a level lower than the fiscal year 2014. However, two large-scale projects booked before the launch of the review committee and certain others after the launch became unprofitable, in total of 15.9 billion yen.

We implemented a reorganization in the fiscal year 2015, under which we take a divisionalized organization, where the company’s business is operated by each responsible business unit. Projects with relatively low costs, thus not subject to the committee, are handled by the responsible business unit, using the same review approach as the review committee, and followed up after execution..

For the fiscal year 2016, 2e developed a business plan to control the amount of unprofitable project within 8.0 billion yen at maximum.

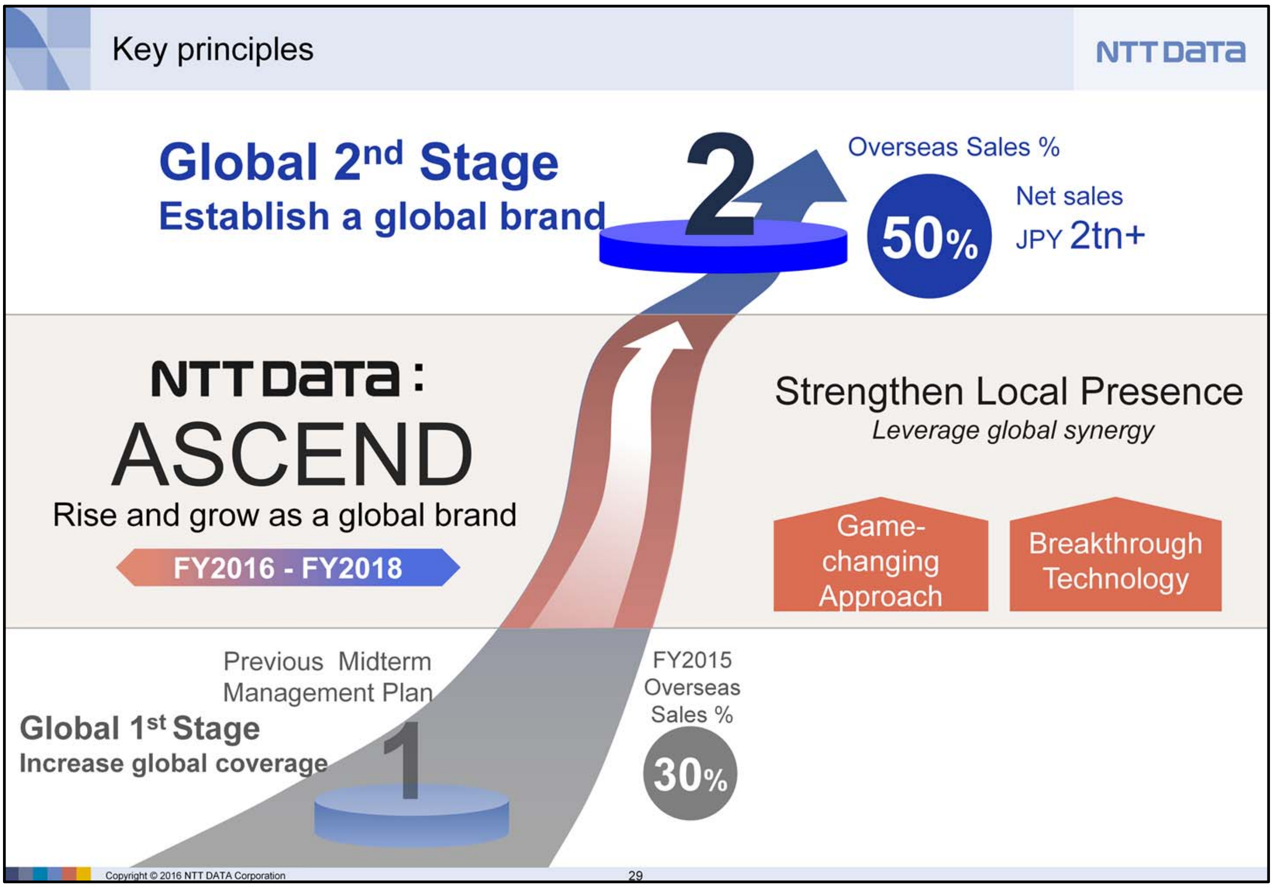
4

FY2016-2018 Midterm Management Strategy

Now, I will talk about our new Mid-term Management Strategy that will be effective starting the fiscal year 2016.

Please note that at this point the offshore large-scale M&A deal has not closed yet. An addition of business through this acquisition will affect our business at about 300 billion yen in terms of sales. Thus, we must not ignore the effects of this acquisition when developing goals for the mid-term management plan.

Therefore, today, I will present qualitative elements, such as strategies and underling principles behind the new mid-term management plan. Specific mid-term goals will be presented separately, upon closing of the offshore M&A.

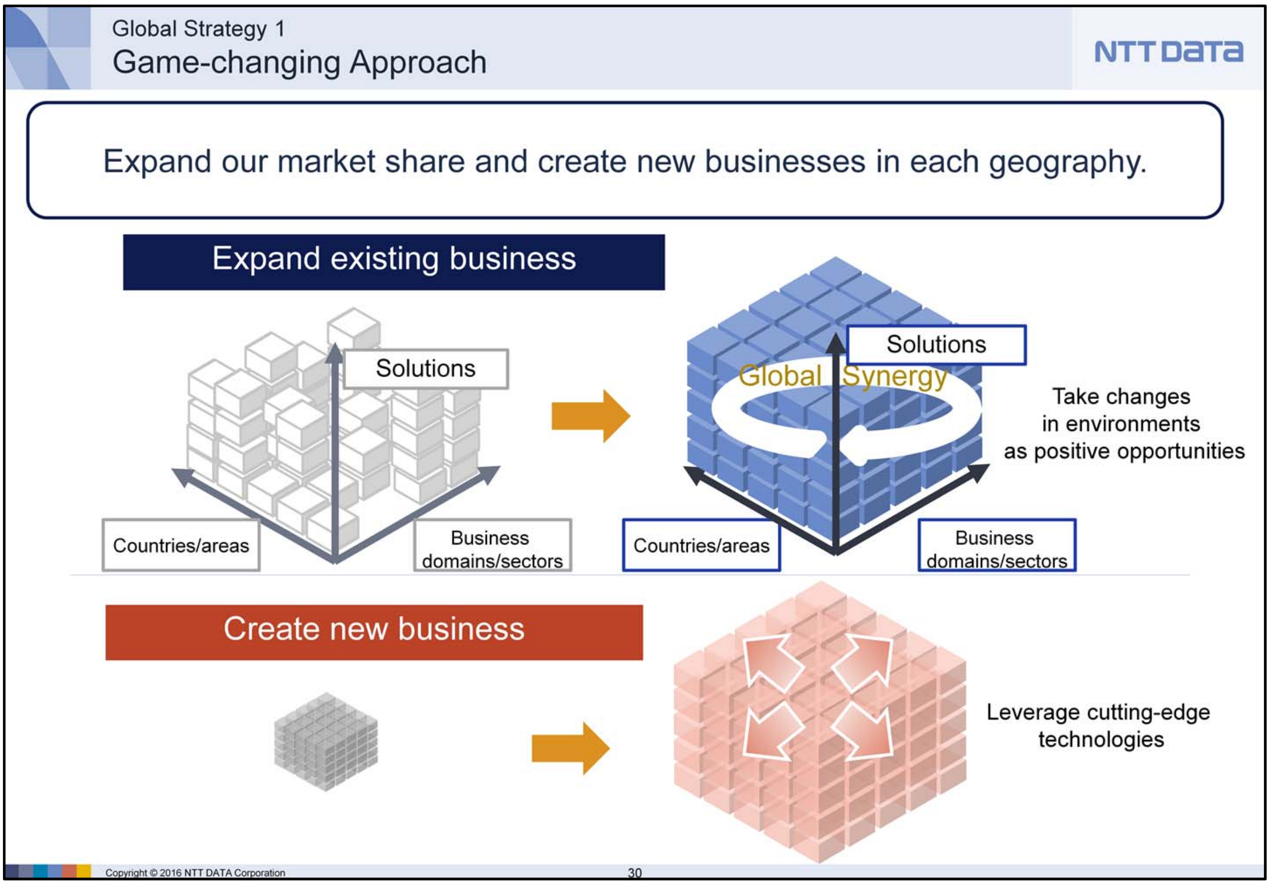


We have reached the Global First Stage during the term of the previous mid-term management plan. In the fiscal year 2015, we achieved the global sales of over 500 billion yen, with the global sales ratio at 30%. Our next target is to reach the Global Second Stage by around 2020, targeting over 2 trillion yen in consolidated sales, with 50% of sales coming form the overseas business. Our rationale behind these goals is that we are looking at multi-national companies as our key clients in the future. To do business with superior clients listed in the Fortune 500, etc., a good level of market share in various developed markets is essential. Otherwise, chief information officers and chief technology officers of these companies will not consider us as their eligible business partner. Thus, overseas sales growth is essential to us. In this regard, we consider M&A as the essential element.

Upon successful closing of the offshore M&A, approximately 300 billion yen will be added to the current 1.6 trillion yen thus we may achieve over 1.9 trillion yen in sales. Then, we may be able to reach the Global Second Stage during the term of new mid-term management strategy. In that case, we intend to set the Global Third Stage, but we cannot provide specific information today. We will stick to qualitative elements only.

The keyword towards the Global Second Stage is “Ascend”, which means to “rise strongly”. By this we intend to “rise and grow as a global brand”. During the term of the new Mid-term Management Strategy, starting the fiscal year 2016, we will aim to increase our global customers’ recognition of the “NTT Data” brand.

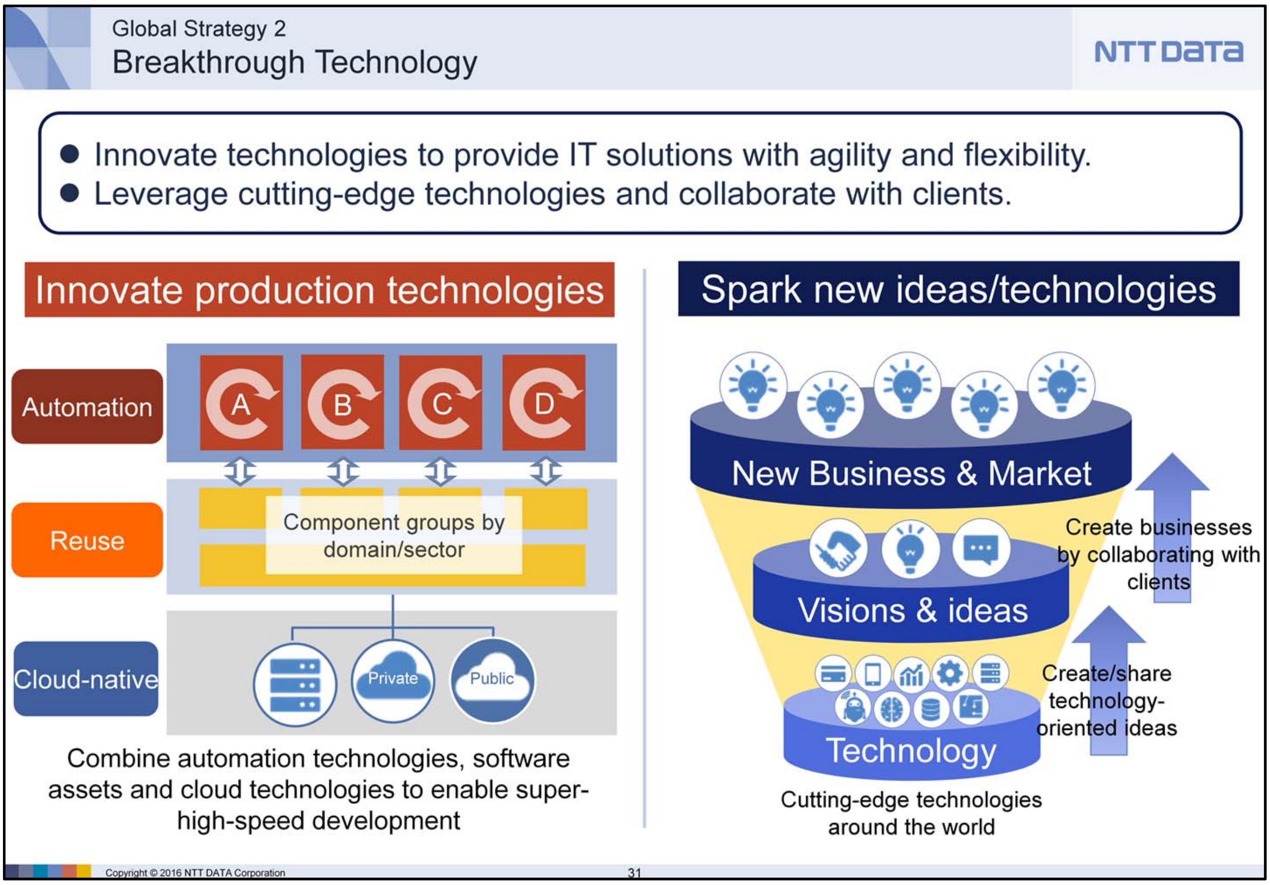
Necessary measures for this must be considered separately, between the overseas market and Japan. Within the overseas market, North America, Europe, Latin America, Southeast Asia and China are totally different. Of note, “game-changing approach” and “breakthrough technology” in the presentation material are largely for the Japanese market.



The game-changing approach consists of two factors: "to expand existing business" and "to create new business". The approach is three-dimensional, including "countries and areas", "industries and sectors" and "solutions", and we aim to expand our existing business further, based on the said three key elements and global synergy generation, like forming a perfect cube as illustrated in the presentation material.

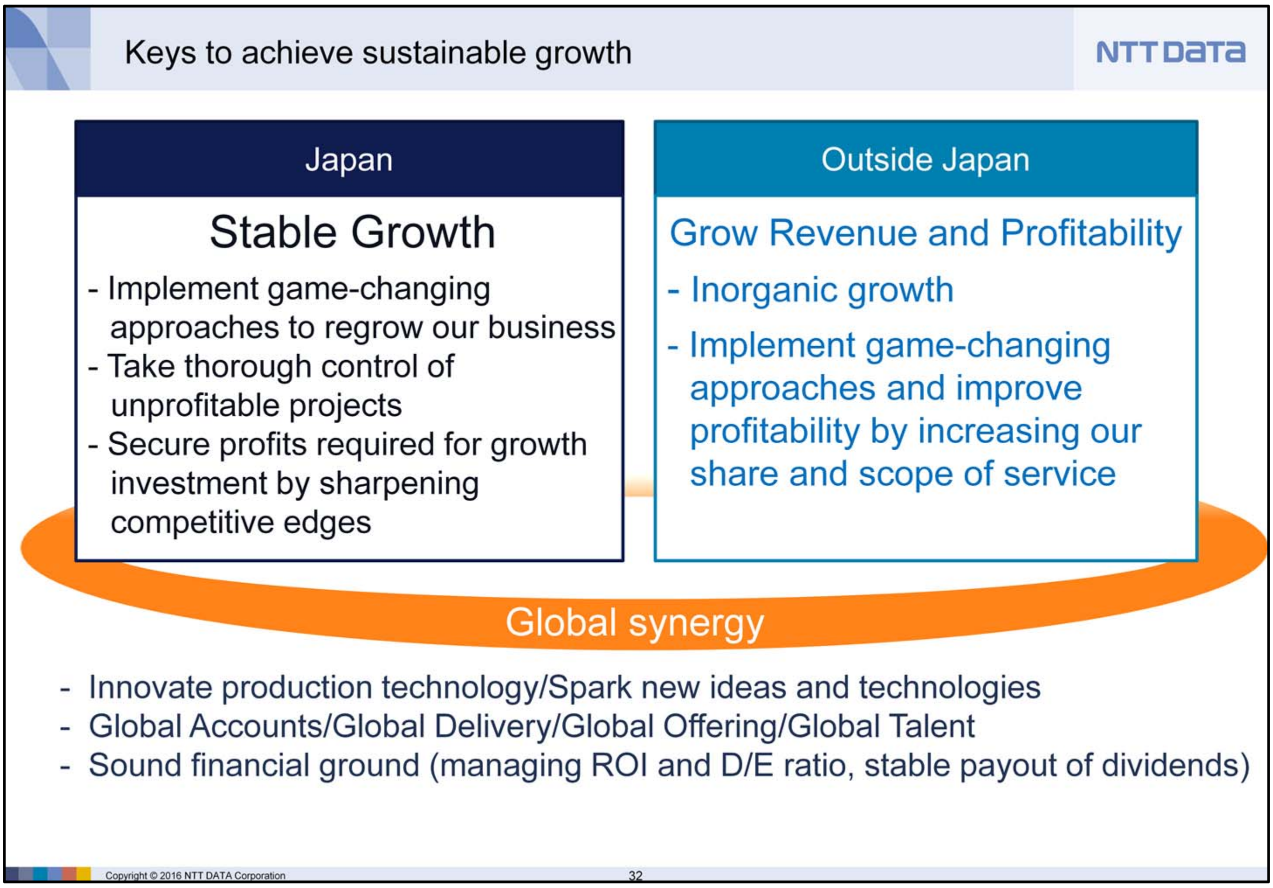
Further, we plan to create new markets, by capturing technological trends, such as the recent digital age, virtual reality, and augmented reality.

For example, a head mounted display (HMD) allows people to experience the virtual reality. NTT Data sponsors the Open as an official patron. Last year, we performed an experiment using a glass-type display device at a golf course in St. Andrews in the previous fiscal year. Users of the device can watch live golf, while watching the overlaid BBC live broadcast, various data and numbers. This is only an example, but we plan to create new business like this.



We will continue to invest actively in technological innovation. This will include, firstly, production technologies, including, not only the automation of software development, but also the agile software development. Many customers remain as main frame users, particularly in Japan. It does not mean that we reject main frames, but in view of implementing legacy modernization, we will continue our active investment in the innovation of production technologies.

Further, regarding the virtual reality mentioned earlier, NTT Data launched an initiative “NTT Data Technology Foresight” four years ago, and have worked to promote use of cutting-edge technologies. For the fiscal year 2016, more than 270 new technologies are selected and we have held private seminars and various workshops for customers. We believe activities like this will generate new business models. We featured Fintech and block chain technologies for the fiscal year 2015. Personally, I consider the fiscal year 2016 as the year of the virtual reality. The company intends to create new markets continuously through initiatives like this.



In summary, although the overall growth rate of Japan's IT service market remains small, there are areas for NTT Data to increase its market share. The Enterprises & Solutions segment has the largest potential for growth, and we also expect growth in regional business. We will endeavor to capture such growth by promoting re-marketing initiatives further, and thoroughly control and minimize loss from unprofitable projects. Through the experience over the last three years, we have obtained adequate capability to manage unprofitable projects, including methodology and approach.

We will review the overseas business after closing of the offshore M&A transaction. Our goals, basically, is to strengthen our local presence, by understanding differences among regions and countries. According to a report issued by Gartner Inc., NTT Data is ranked only 40th in North America, while Everis in Spain ranks within top 10 and the situation is similar in Italy. Our circumstance differs among areas, but we will endeavor to enhance our local presence in each areas

Further, key factors for global synergy generation are outlined in the presentation material. Particularly, I would like to emphasize the "sound financial ground". The aforementioned large-scale M&A transaction requires financing, but we intend to challenge ourselves to achieve new goals, while maintaining a sound financial base by controlling D/E ratio and keeping in mind the AA rating assigned by external rating agency.

Midterm management objectives

NTT DATA will endeavor to grow sales in each region in order to increase the value of our global brand, while securing profits necessary for continually making investments and pursuing better business management efficiency.
Specific financial targets shall be swiftly disclosed subject to completion of the large acquisition deal overseas, which is currently under negotiation.

This is the end of my presentation. Thank you for listening.

5

Appendices

Operating Environment Surrounding NTT DATA and Business Outlook (1/4)

NTT DATA

Public & Social Infrastructure

- Although we face severe market environment on the back of intensified competitions and more demands for cost reductions, the social security and tax number system under the so-called "Number Act" (the "My Number System") was launched in January 2016, and the government, local governments, financial institutions and private-sector corporations are continuing their efforts for setting up necessary frameworks for information sharing, etc.
- In the utilities industry, market changes arising from system changes including electricity and gas systems reforms are expected to prompt an increase in IT spending.

National Government	•With the "Declaration on the Creation of the World's Most Advanced IT Nation" revised in June 2015, while IT spending to fortify security are expected to continue to increase, we face severe market environment on the back of intensified competitions and more demands for cost reductions. •In relation to the My Number System, relevant authorities started issuing notifications of personal ID number (the "My Number") and accepting applications for card issuance in October 2015. The My Number has been effective for use since January 2016, and the government, local governments, financial institutions and private-sector corporations are continuing their efforts for setting up necessary frameworks for information sharing, etc.
Local Government	• Amid overall belt-tightening, the market environment is becoming harsher due to heightened demands for cost reduction and intensified competitions. • In relation to the social security and tax number system, relevant demand is rising from the assignment and notification of the numbers in October 2015 toward the cooperation between the government and local public bodies in 2017. We will likely to see growth in business opportunities in relation to child care support and employment, driven by the Act on Overcoming Population Decline and Vitalizing Local Economy in Japan enacted in November 2014 for the purpose of vitalizing local economy.
Healthcare	• In the "Revised Japan Revitalization Strategy 2015" as approved at the Cabinet meeting on June 30, 2015, "The improvement of environment for utilization of personal data" and "The full-scale implementation of ICT in the medical/nursing care industries" are highlighted. Given that the intensive implementations of the number system in the medical industry, the promotion of information digitalization, standardization and cooperation, the full use of data for the government policies, and the improvement of environment for full use of data in private sector companies are considered for the five-year period until 2020, it is assumed that the ICT will be accelerated in the medical industry.
Telecom and Utility	•In the utilities industry, market changes arising from system changes including electricity and gas systems reforms are expected to prompt an increase in IT spending. •In the telecom industry, business focus will be shifted to non-telecom businesses and cross-sectoral collaboration responding to intensifying competitions. IT spending is also shifted from infrastructure and networking facilities to new services, continuously requiring further cost reduction in the IT spending for the existing domains.

Operating Environment Surrounding NTT DATA and Business Outlook (2/4)

NTT DATA

Financial

•While overall IT investments remain conservative partly reflecting the impact of negative interest rates, it is expected that the investments will be made to meet the growing needs for availability of domestic inter-bank settlements 24 hours a day and 365 days a year, sophistication of settlement activities, and globalization. Additionally, driven by growing interests in Fintech, etc., there may be opportunities for new services.

Banks	【Major Banks】 • Appetites for IT spending persists, and consistent investments are expected. In particular, there are growing needs for services utilizing new technologies such as Fintech. • Given deregulation, IT spending is expected to grow due to development of new services using IT and creation of subsidiaries. • It is expected that the trend of major banks' global development for supporting the overseas expansion of the Japanese companies centering in Asia will bring an increased IT spending. 【Regional Banks】 •There are growing needs for Fintech-related services. •Looking ahead, we expect to see active IT investments associated with business consolidation, as well as investments in anticipation of systems reform. •There are increasing needs related to online activities, including functions to prevent unauthorized accesses to internet banking services, as well as banking services through downloaded applications. •Profitability in the main businesses (net interest margin) still faces tough environment in which the need for cutting running costs will continue. At the same time, needs for joint use of IT has been rising.
Insurance	•While IT spending in the overall industry faces tough situations, investments in new channels, new products, improvement of efficiency and other fields are expected.
Security	•While domestic markets remain unstable, appetite for investing in the areas of "regulatory compliance" and "wealth accumulation in the retail business" is observed.
Credit Corporations	•The credit card market has been growing steadily. With substantially improving investment environment in the relevant industry, IT spending is expected to increase for "cost-cutting projects" in addition to the "measures to increase the top line." Cashless settlements seem to continue as seen in the NFC mobile settlements, the use of smartphones as a credit card terminal for settlement, branded prepaid cards and debit cards. Measures for further convenience, safety and security are expected to accelerate towards 2020 under the "Revised Japan Revitalization Strategy" of the Japanese government.
Cooperative Financial Institutions	•A moderate recovery trend of the domestic economy including regions continues despite weak recovery in some areas. While lending activities for small- and medium-sized enterprises are on an upward trend, a substantial boost in IT spending cannot be expected taking into consideration the lingering fierce business environment such as lowering lending rate on the back of competitions in interest rates. •Trends of improvement of cost efficiency through reorganizations and outsourcing operations, as well as promoting investments in IT strategic domains can be observed.
Financial Infrastructure and Financial Network Services	• Needs for sophisticated settlements are increasing on the back of the economic globalization and the improving convenience by using IT technology. The improvement of settlement infrastructure is being considered. In Japan, a movement for 24-hour/365-day operation has begun, thereby it is anticipated that financial institutions will implement IT spending to realize such operation systems.

Operating Environment Surrounding NTT DATA and Business Outlook (3/4)

NTT DATA

Enterprise & Solutions

- On the back of the uncertain perspectives of the overall domestic economy, a cautious attitude toward domestic IT spending has continued. Under such circumstances, new IT spending such as omni-channels and IoT has been activating despite a sign of sluggish business sentiment in the manufacturing industry. Furthermore, from a perspective of BCP, demands for more reliable network and data centers remain strong.

Retail, Logistics, Payment and Other Service Industry	•Demands for IT spending aiming at increasing sales by using Omni-channel strategy including sales promotion activities connecting e-commerce to real stores have been growing steadily. These investments can be also expected for businesses aiming at foreign tourists visiting Japan. •Robust growth can be expected in IT investment for the advancement of customer analyses (business intelligence and demand forecasting) by using POS data and information obtained from social media.
Manufacturing Industry	•Despite signs of sluggish business sentiment coming into view in the manufacturing industry, growth in IT spending can be expected, particularly in the digital domains including signs of a possible breakdown indicated by the big data using IoT as well as digital marketing for consumer products, etc.As system improvement toward the enhancement of global competitiveness as well as measures for reinforcement of production facilities are consistently implemented, it is expected that the demand for visibility of supply chains and the reconstruction of logistics infrastructure will become apparent.
Network Services, Data Center Services, Cloud Services and Digital Services	【Network Services】 •Wired networks business continued to grow steadily, driven by the demand for building global operations, in addition to the BCP-related demand (network redundancy, etc.). •In the wireless network business, the introduction of public relations terminals is under way in various industries, thereby it is expected that the use of tablet terminals, lines for mobile terminals and wireless LAN will expand further. 【Data Center Services and Cloud Services】 • For the purpose of business continuity planning, there are solid needs for data centers that maintain high level of business continuity with quake-absorbing/ earthquake-resistant structure and private power generation equipment. •There are increasing needs for hybrid- and multi-cloud environment whereby a variety of cloud environment, including public cloud, are linked together. 【Digital Services】 •The IT spending in the sales and customer contact domains has been growing with the aim of preventing opportunity losses by diversifying sales channels and upgrading customer experience based on customer analyses. Projects associated with omni-channels, data integration, business intelligence (BI), marketing automation, etc. have been further developed. •In the big data-related businesses which formerly consisted of consulting services and demonstration tests, needs for large-scale real time analysis and processing platforms in the IoT and marketing automation domains have surfaced, and the relevant projects are under development.

Operating Environment Surrounding NTT DATA and Business Outlook (4/4)

NTT DATA

Global

Global	Americas	・The US economic outlook for 2016 remains modest in general, driven by opposing forces of solid domestic spending and cautious investment in a weak global environment. The dollar remains strong, bolstered by higher consumer spending, driven in part by strong consumer confidence, jobs growth and personal income. Meanwhile, the industrial core of the economy is expected to continue to decelerate with weaker appetite for investment. This is mainly due to sluggish oil and energy prices and uncertain demand from outside the United States which is expected to remain in a holding pattern for some time to come. ・IT services spending in the United States is expected to maintain moderate growth with demand focused on consulting, etc. aiming at the application of cutting-edge technology to businesses. ・The economy in the overall region of Latin America is further decelerating mainly due to lower prices of resources and agricultural produce, sluggish consumption and investment, failure of policy, etc. It is likely that currency depreciations in some countries such as Brazil and Argentina reflecting monetary tightening policy to address financial deterioration and accelerating inflation will continue to be the downward pressure on the economy. Meanwhile, the IT service market is likely to maintain a moderate growth, leading to demands for IT spending that contributes to the standardization, improvement of efficiency of business operations, and cost reduction.
	EMEA	• The Eurozone economy has maintained a modest recovery led by consistently robust personal consumption. In particular, the Spanish economy continued to indicate strong recovery as observed in the highest growth rate in 2015 since the global financial crisis. Although business sentiment among companies is improving, proactive expansion of investment seems unlikely for a while, given concerns over slowdown in emerging economies like China, decreasing exports and credit uncertainties of financial institutions in the Eurozone. • While the U.K. economy has sustained a robust growth mainly in personal consumption, it is likely that decreasing demand in emerging countries like China, and a sense of uncertainty spreading associated with an In-Out referendum slated for June will be a concern. • Given continuing customer requests for price reduction amid cautious stance against IT spending shown by companies, the competitive environment remains severe. Meanwhile, the IT service market in the U.K., Germany and Spain is expected to continue to see robust growth. Further, part of Italian market is showing signs of bottoming out.
	Asia-Oceania	• India has maintained strong economic growth rate. The Philippines and Vietnam are also expected to maintain strong economic growth, on the back of vigorous investments from overseas. However, slowing Chinese economy has adversely impacted particularly export industries in Australia, Singapore, Malaysia, Thailand and Indonesia, and the economy of these countries are likely to trend downward for a while. Given deteriorating business sentiment in the IT service market, there is a concern over a possible change in investment stance. • The Chinese economy has been on the decelerating trend. While the strengthening of the Chinese government's economic stimulus policies from both financial and fiscal aspects are expected to achieve the government's economic growth target for 2016 between 6.5% and 7.0%, further downturn risks are also feared. Demands for IT spending remain strong led by vigorous investment appetite of the internet-related industry in which the number of users has been increasing, but a modest slowdown in the growth rate of the IT service market is anticipated reflecting the decelerating real economy.

Overview of Consolidated Earnings and New Orders Received for the FY Ended March 31, 2016

NTT DATA

（Billions of Yen,%）

	2015/3 Full-Year Results①	2016/3 Full-Year Results②	2017/3 Full-Year Forecasts③	YoY（%） (②-①)/①	YoY（%） (③-②)/②	2016/3 4th. Quarter Results (Jan.-Mar)	YoY（%）
New Orders Received	1,429.1	1,662.6	1,510.0	+16.3	-9.2	411.6	+9.0
Orders on Hand	1,355.8	1,544.5	1,508.0	+13.9	-2.4		
Net Sale	1,511.8	1,614.8	1,650.0	+6.8	+2.2	469.5	+5.6
Cost of Sales	1,147.3	1,216.7	1,236.0	+6.1	+1.6	354.4	+5.1
Gross Profit	364.5	398.1	414.0	+9.2	+4.0	115.1	+7.1
SG&A Expenses	280.4	297.2	309.0	+6.0	+4.0	78.5	+8.9
Selling Expenses	129.9	134.3	140.0	+3.3	+4.2	34.1	+0.5
R&D Expenses	12.9	12.4	13.0	-3.9	+4.8	3.7	+6.0
Other Administrative Expenses	137.6	150.4	156.0	+9.4	+3.7	40.6	+17.5
Operating Income	84.0	100.8	105.0	+20.1	+4.1	36.6	+3.4
Operating Income Margin	5.6	6.2	6.4	+0.6P	+0.1P	7.8	-0.2P
Ordinary Income	77.9	98.1	99.0	+26.0	+0.9	37.1	+14.2
Special Gains and Losses	-3.9	9.6	-	-	-	-5.4	-
Income before Income Taxes	73.9	107.7	99.0	+45.7	-8.2	31.7	+10.9
Income Taxes and Others	41.8	44.4	41.0	+6.1	-7.7	12.3	-32.5
Net income attributable to owners of parent	32.1	63.3	58.0	+97.1	-8.5	19.4	+86.9
Capital Expenditures	140.9	134.0	150.0	-4.9	+11.9	45.8	+1.9
Depreciation and Amortisation/Loss on Disposal of Property and Equipment and Intangibles	158.5	155.2	157.0	-2.1	+1.2	39.4	-10.9
Cash Dividends per Share (¥)	60	70	70				

Note： Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes and Net income attributable to non-controlling interests.

Consolidated Net Sales by Customer Sector and Service (to clients Outside the NTT DATA Group)

NTT DATA

（Billions of yen）

	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts	2016/3 4th. Quarter Results (Jan.-Mar)
Public & Social Infrastructure	341.0	346.7	354.0	119.6
Financial	441.5	470.2	466.0	134.2
Enterprise & Solutions	264.1	277.3	290.0	77.5
Global	449.0	504.4	534.0	132.7

Detail of Consolidated New Orders Received (to Japanese clients Outside the NTT DATA Group)

NTT DATA

（Billions of yen）

		2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
Public & Social Infrastructure				
(Main item)	Central government and related agencies, Local Government, and Healthcare	192.6	225.9	127.0
	Telecom and Utility	88.7	102.6	83.0
Financial				
(Main item)	Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	230.6	270.3	290.0
	Cooperative financial institutions and Financial Network Services	101.6	222.0	143.0
Enterprise & Solutions				
(Main item)	Retail, Logistics, Payment and Other Service Industry	64.8	71.1	69.0
	Manufacturing Industry	109.9	112.3	117.0
	Network Services, Data Center Services, Cloud Services and Digital Services	36.2	32.5	31.0

	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
Orders on Hand	1,355.8	1,544.5	1,508.0
Public & Social Infrastructure	372.8	422.7	347.0
Financial	665.6	783.0	820.0
Enterprise & Solutions	72.8	87.4	82.0
Global	241.9	248.0	256.0

Note：New Orders Received of Enterprise & Solutions does not include orders taken via other segments.

Detail of Consolidated Net Sales and Services Net Sales (to clients Outside the NTT DATA Group)

NTT DATA

(Billions of yen)

		2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
Public & Social Infrastructure				
(Main item)	Central government and related agencies, Local Government, and Healthcare	189.3	187.1	200.0
	Telecom and Utility	85.1	90.4	83.0
Financial				
(Main item)	Banks, Insurance, Security, Credit Corporations and Financial Infrastructure	293.1	321.2	319.0
	Cooperative financial institutions and Financial Network Services	121.3	120.5	119.0
Enterprise & Solutions				
(Main item)	Retail, Logistics, Payment and Other Service Industry	95.1	104.8	114.0
	Manufacturing Industry	115.8	118.1	121.0
	Network Services, Data Center Services, Cloud Services and Digital Services	46.1	47.3	48.0

	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts
Integrated IT Solution	458.9	468.9	474.0
System & Software Development	402.8	443.8	455.0
Consulting & Support	595.3	648.0	666.0
Others	54.5	54.0	55.0
Net Sales by Products and Services Total	1,511.8	1,614.8	1,650.0

Note：Net Sales of Enterprise & Solutions does not include orders taken via other segments.

Non-Consolidated Earnings and New Orders Received

NTT DATA

(Billions of Yen,%)

	2015/3 Full-Year Results	2016/3 Full-Year Results	2017/3 Full-Year Forecasts	2016/3 4th. Quarter Results (Jan.-Mar)
New Orders Received	681.2	876.0	695.0	215.2
Orders on Hand	1,006.5	1,178.0	1,135.0	
Net Sales	799.3	838.3	840.0	244.8
Cost of Sales	622.7	646.8	641.0	189.9
Gross Profit	176.6	191.4	199.0	54.8
SG&A Expenses	113.1	114.7	120.0	31.3
Selling Expenses	53.2	56.0	58.0	15.6
R&D Expenses	10.9	10.1	11.0	2.9
Other Administrative Expenses	49.0	48.5	51.0	12.7
Operating Income	63.4	76.7	79.0	23.5
Operating Income Margin(%)	7.9	9.1	9.4	9.6
Ordinary Income	66.9	78.8	80.0	22.4
Extraordinary Income and Loss	-1.9	14.3	-	-0.7
Income before Income Taxes	65.0	93.1	80.0	21.7
Income Taxes and Others	23.2	28.9	23.0	8.0
Net Income	41.7	64.2	57.0	13.6
Capital Expenditures	112.6	107.6	124.0	38.7
Depreciation and Amortisation /Loss on Disposal of Property and Equipment and Intangibles	126.2	122.5	124.0	31.1

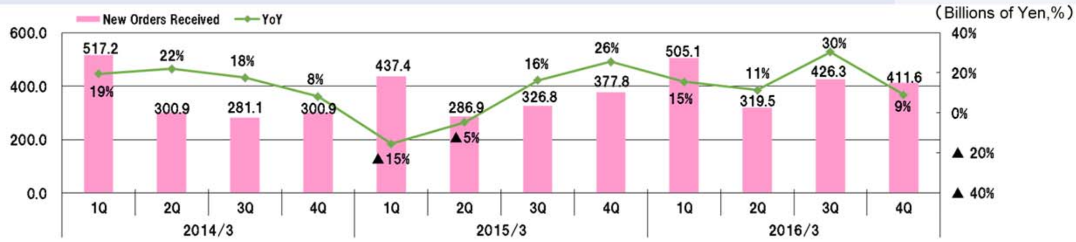
Note : Income Taxes and Others include Income, Residential and Enterprise Taxes, Adjustment to Income Taxes.

Trends in Quarter (Consolidated)

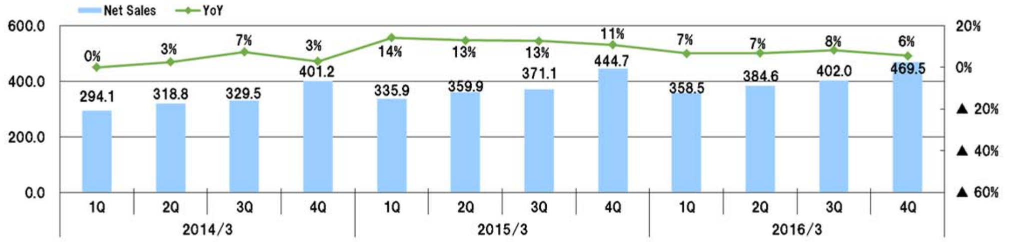
NTT DATA

(Billions of Yen,%)

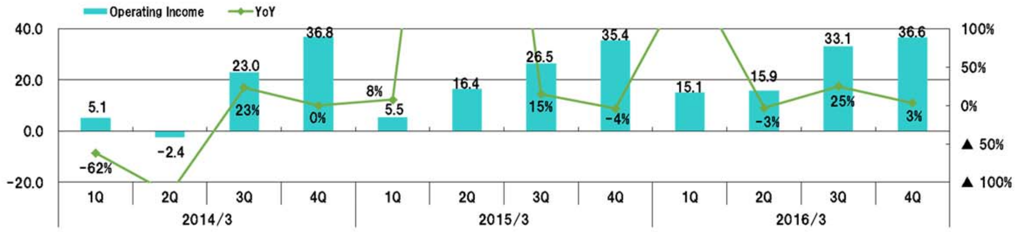
■ New Orders Received



■ Net Sales



■ Operating Income



Foreign exchange rates (used for the conversion of the amount of orders received and incomes of the overseas group companies)

NTT DATA

(Yen / %)

	2015/3 Results ①	2016/3 Full-year Assumed Rates	2016/3 Results ②	YoY (%) (②-①) /①	2017/3 Full-year Assumed Rates ③	YoY (%) (③-②)/②
USD	109.85	118.00	120.01	+9.2%	113.00	- 5.8%
EUR (For December-end companies)	140.30	130.00	134.28	- 4.3%	126.00	- 6.2%
EUR (For March-end companies)	138.60	130.00	132.57	- 4.4%	126.00	- 5.0%
RMB (Chinese Yuan Renminbi)	17.16	19.00	19.26	+12.2%	18.00	- 6.5%

NTT DATA

Global IT Innovator